

FAS Strategic Plan

Annual Performance Goals

FY 2004 - 2005

Values

We are in the business of enhancing international agricultural trade. To succeed, we live by a succinct, but important set of values:

- People:** The greatest strength of FAS is its workforce. We will continue to build a team of highly qualified individuals that reflects the diversity of the U.S. population.
- Quality:** FAS is committed to demonstrating and promoting excellence and continually improving business processes and services to better satisfy customer needs. We will promote results-driven management practices throughout the agency and the network of partners/cooperators with whom we work.
- Perception:** We will enhance the U.S. public's confidence in public service by ensuring FAS' program activities are consistent with national goals, carefully conceived, well executed, and materially beneficial to U.S. agricultural interests.

Vision

Level playing field for international agricultural trade.

Mission

FAS serves U.S. agriculture's international interests by working to expand international market opportunities for U.S. agricultural, fish, and forest products, and supporting international economic development through trade capacity building. This mission directly supports Goal 1 and Objectives 1.1 and 1.2 of USDA's strategic plan.

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**STRATEGIC GOAL I: EXPAND INTERNATIONAL MARKET OPPORTUNITIES
FOR AGRICULTURAL, FISH, AND FOREST PRODUCTS**

OUTCOME: A more level playing field for U.S. agricultural exporters and producers in the global marketplace.

- **Objective 1.1:** Expand foreign market access for U.S. exporters of agricultural, fish, and forest products.

Time Frame for Completion: Ongoing activities, 2003-2007

Actionable Strategies

- C Pursue trade liberalization through bilateral agreements, regional free trade agreements, and the next round of multilateral trade negotiations within the WTO.
- C Monitor and enforce compliance with trade agreements to ensure fair access for U.S. exporters.
- C Encourage use of sound science in addressing sanitary, phytosanitary, and biotech issues.
- C Coordinate trade policy initiatives through partner organizations such as the inter-agency Trade Policy Staff Committee.
- C Facilitate free flow of trade through overseas market interventions by field office staffs.

Funding and Performance Goals

Funding and FTEs	FY 2002 Baseline \$ Million	FY 2003 Target \$ Million	FY 2004 Target \$ Million	FY 2005 Agency Request \$ Million
Salaries and Expenses – Appropriated (27% of Total) FTEs Appropriated	\$29.5 214	\$31.0 217	\$33.0 217	\$35.0 217
Performance Goals				
Estimated gross trade value of U.S. market opportunities expanded by trade agreements and exports preserved by compliance monitoring and exporter service activities. (\$ Million)	\$1,327	\$2,713	\$2,000	\$2,500

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- **Objective 1.2:** Focus and expand foreign market development, promotion, and outreach activities to U.S. exporters and foreign buyers.

Time Frame for Completion: Ongoing activities, 2003-2007.

Actionable Strategies

- Strengthen foreign market development and promotion efforts by identifying and targeting priority markets in MAP and FMD planning processes.
- Increase domestic awareness of export opportunities, export programs, and overseas market intelligence, with special emphasis on small and new-to export agribusiness firms.
- Introduce international buyers to U.S. products and exporters through U.S. and overseas training, marketing seminars, and agribusiness opportunity missions.

Funding and Performance Goals

Funding and FTEs	FY 2002 Baseline \$ Million	FY 2003 Target \$ Million	FY 2004 Target \$ Million	FY 2005 Agency Request \$ Million
Salaries and Expenses -- Appropriated (23% of Total) FTEs – Appropriated	\$33.9 182	\$36.0 185	\$37.0 185	\$39 185
Performance Goals	%	%	%	%
<ul style="list-style-type: none"> • Minimum percent of organizations receiving FAS market development promotional funding that collaborated with another to maximize cost efficiencies. 			50%	50%
<ul style="list-style-type: none"> • Minimum percent of FAS promotional funding allocated to groups that involve private sector (e.g. processors, exporters, etc.) participation in the development of their export strategic planning process. 			50%	50%
<ul style="list-style-type: none"> • Minimum percent of FAS promotional funding allocated to groups who take the initiative of identifying, through a comprehensive global strategic planning process, both domestic as well as international constraints to global competitiveness (e.g. quality, production and processing efficiencies, etc.) and involve U.S. industry in attempting to mitigate those constraints. 			10%	10%
<ul style="list-style-type: none"> • Minimum percent of FAS promotional resources allocated to organizations with adequate constraints and performance measures and effective evaluation processes as evidenced by annually completed CPR's plus third party or other reliable evaluations. 			60%	60%

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- **Objective 1.3:** Maintain foreign market intelligence services for U.S. agricultural interests.

In order for food prices to reflect demand and supply, the first and most basic economic principal must be met: to ensure that accurate, timely, and unbiased estimates of production, supply, trade and use are widely distributed to both sellers and buyers. FAS' agricultural market intelligence is fundamental to ensuring a reliable, fair, and uncorrupted global pricing system for U.S. agricultural producers.

Time Frame for Completion: Ongoing activities, 2003-2007 Maintain foreign market intelligence services for U.S. agricultural interests.

Actionable Strategies

- Collect, analyze, and disseminate global market intelligence information on agricultural production, trade, use, and U.S. export opportunities, that serves a broad U.S. customer base.
- Support intelligence and analysis needs of USDA program operations, and regulatory and policy making activities related to global, regional, or country trade, agricultural, or economic situations.
- Use global weather data and satellite imagery to monitor droughts and other adverse weather conditions, provide early warning products, and improve crop condition assessments, both domestically and internationally.

Funding and Performance Goals

Funding and FTEs	FY 2002 Baseline (\$Mil.)	FY 2003 Target (\$Mil.)	FY 2004 Target (\$Mil.)	FY 2005 Agency Request (\$Mil.)
Salaries and Expenses B Appropriated (20% of Goal 1) FTEs B Appropriated	\$28.2 190	\$30.2 193	\$31.6 193	TBD
Performance Goals	%/No. of Hits	%/No. of Hits	%/No. of Hits	%/No. of Hits
<ul style="list-style-type: none"> • Percent of FAS circulars that are complete, meet scheduled release dates, and contain no data errors • Number of average daily user sessions accessing FAS home page over the Internet by non-FAS users for market intelligence 	95% 8,000	96% 14,000	97% 16,000	98% 18,000

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- **Objective 1.4:** Focus financial assistance programs to meet evolving foreign market development needs.

Time Frame for Completion: Ongoing activities, 2003-2007.

Actionable Strategies

- Improve analytical process to focus appropriate FAS financial assistance program tools on market development needs as identified by overall FAS resource allocation strategy.
- Expand and diversify outreach activities to develop better financial tools which address market failures and changing financial market dynamics.

Funding and Performance Goals

Funding and FTEs	FY 2002 Baseline \$ Million	FY 2003 Target \$ Million	FY 2004 Target \$ Million	FY 2005 Agency Request \$ Million
Program Budget Outlays (OMB Budget Subsidy Values) * CCC Export Credit Guarantee Programs	\$262	\$851	\$293	TBD
Salaries and Expenses – Appropriated	\$9.9	\$10.7	\$11.1	TBD
FTEs -- Appropriated	71	72	72	TBD
PERFORMANCE GOALS AND INDICATORS	\$ Million	\$ Million	\$ Million	\$ Million
<ul style="list-style-type: none"> • Estimated additional trade value resulting from USDA GSM export credit guarantee programs 	\$3,388	\$4,224	\$4,154	TBD

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STRATEGIC GOAL II: SUPPORT INTERNATIONAL ECONOMIC DEVELOPMENT AND TRADE CAPACITY BUILDING

OUTCOME: Expanded ability to sustain economic growth and trade capacity in developing and transition countries

- **Objective 2.1:** Organize and facilitate long-term market infrastructure development activities and projects that support economic development and trade capacity building.

Time Frame for Completion: Ongoing activities, 2003-2007.

Actionable Strategies

- Provide technical assistance to developing and transition countries to help them bring their sanitary standards up to par with those of major import markets.
- Offer technical assistance to help developing and transition economies institute credible processes to collect, analyze, and report statistics needed to monitor trade sector.
- Assist developing and transition countries in building institutions that can provide economic and technical assistance directly to farmers and merchandisers to augment production for local production and international markets.
- Strengthen research and training programs that share vital agricultural knowledge with producers around the world in order to expand productivity and nutritional impact of global agriculture.
- Continue research, training, and technical assistance activities related to building trade and economic capacity via sound science and technology, especially biotechnology.

Funding and Performance Goals

Funding and FTEs	FY 2002 Baseline (\$Mil.)	FY 2003 Target (\$Mil.)	FY 2004 Target (\$Mil.)	FY 2005 Agency Request (\$Mil.)
Program Budget Outlays (Appropriated)				
• Cochran Program				
• Trade Assistance Program	\$4	\$5	\$5	TBD
	--	\$90	\$90	TBD
Salaries and Expenses				
• Appropriated (35% of Goal 2)				
• Reimbursable	\$8.9	\$9.5	\$9.9	TBD
FTEs	\$49.6	\$49.0	\$49.0	TBD
• Appropriated	47	48	48	TBD
• Reimbursable	179	181	181	TBD
PERFORMANCE GOALS AND INDICATORS	No. of Activities	No. of Activities	No. of Activities	No. of Activities
Number of research, training, and technical assistance activities and projects implemented in support of economic development and trade capacity building	1,005	1,020	1,040	1,060

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- **Objective 2.2:** Administer foreign food aid and other assistance programs to meet international food security challenges and U.S. Government commitments.

Time Frame for Completion: Ongoing activities, 2003-2007

Strategies

- Provide targeted foreign food assistance that supports needed agricultural investments and policy reforms that will foster agricultural development and economic growth in developing and transition countries, and reduce dependence on foreign food aid.
- Decrease dependence on food aid assistance by helping developing countries increase their food production capability and self-sufficiency.

Funding and Performance Goals

Funding and FTEs	FY 2002 Baseline (\$Mil.)	FY 2003 Target (\$Mil.)	FY 2004 Target (\$Mil.)	FY 2005 Agency Request (\$Mil.)
Program Budget Outlays (Appropriated)				
• P.L. 480, Title I Program	\$124	\$251	\$160	TBD
• P.L. 480, Title II Program	\$971	\$1,581	\$1,185	TBD
• Section 416(b) Program	\$363	\$28	\$12	TBD
• Food for Education Program	\$112	\$100	\$50	TBD
Salaries and Expenses -- Appropriated	\$15.8	\$17.6	\$18.3	TBD
FTEs -- Appropriated	88	89	89	TBD
PERFORMANCE GOALS	million	million	million	million
• McGovern-Dole Food for Education Program: Number of mothers, infants, and schoolchildren receiving daily meals and take-home rations (millions of women and children)	NA	2.00	1.25	1.88
• McGovern-Dole Food for Education Program:				
○ Percent increase in school enrollment	NA	NA	5%	5%
○ Percent increase of children promoted to next grade level	NA	NA	10%	10%

STRATEGIC GOAL III: IMPLEMENT PRESIDENT'S MANAGEMENT AGENDA

FAS is committed to improving its organizational efficiency, productivity, and diversity of its workforce in the delivery of services to customers. This commitment is driven by the President's Management Agenda, and recently enacted government-wide reforms. Key benchmarks for success will be criteria contained in the President's "Getting to Green" scoring criteria for the President's Management Agenda. Successful implementation of these initiatives is critical to achieving FAS' strategic goals and objectives since they focus and align agency-wide activities and processes.

Objective 3.1: Ensure development and implementation of human capital management in FAS.

With 44 percent of FAS' work force eligible for retirement within the next five years, the agency is challenged by a potentially heightened gap in critical occupation skills. FAS is developing a Human Capital Plan that will focus on development, recruitment and other components designed to attract and retain a quality workforce to meet these challenges. As an important part of improving return on human capital, FAS will ensure that its diversity goals are met and that effective systems to process both program and employment complaints of discrimination are maintained to ensure complaints are processed, to the point of report of investigation, within the target of 180 days.

Additionally, FAS' Human Capital Plan will contain interdependent improvement goals and action strategies that will transform how we assess, plan for, and respond proactively to our human capital challenges and needs and will help improve service to FAS customers. A framework of policies and practices are being established that: links human capital plans with business plans; ensures leadership continuity and development through workforce planning and analysis; uses workforce planning and flexible tools to recruit, retain and reward employees while developing a high-performing and accountable workforce; ensures employment opportunities for all members of the workforce while implementing programs targeted at critical occupations with projected skill gaps and underrepresented groups; and integrates the human capital impacts of Presidential Initiatives such as competitive sourcing and e-Government.

Time Frame for Completion: Ongoing activities, 2003-2007

Actionable Strategies:

- Complete a comprehensive corporate Human Capital Plan.
- Develop a Human Capital Accountability System Plan as a companion document to the Human Capital Plan.
- Conduct workforce analysis for critical occupational series to improve workforce productivity.
- Consider the use of competitive sourcing to meet future workforce requirements.
- Promote recruitment and retention of groups under-represented in the workforce.
- Promote Alternative Dispute Resolution (ADR) awareness.
- Provide model conflict management training to FAS personnel.
- Ensure civil rights training is available to all FAS employees.
- Ensure every major regulation is subject to civil rights review.
- Carry out thorough process of civil rights program reviews.
- Implement long-term improvements in systems and processes for complaint processing.

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Key Performance Goals

Outputs/Outcomes	FY 2003 Baseline	FY 2004 Target	FY 2005 Target
Incorporate human capital management strategies into agency decision-making	Baseline established	TBD	TBD
Implement formal Workforce Plans in FAS	Baseline established	TBD	TBD
Ensure employment opportunities for all members of workforce: <ul style="list-style-type: none"> Decreased number of critical occupations with significant skills gaps Meet workforce diversity goals 	Baseline established Baseline established	TBD TBD	TBD TBD
Reduction in cycle time for processing civil rights complaints (No. of Days)	Baseline established	TBD	TBD

E-Government: Of the five PMA initiatives, FAS has made the most progress has been made in e-Government. Examples of e-Gov initiatives that FAS is/has been actively involved include:

- Unified Export Strategy (completed)
- US Trade Online (completed)
- UN Trade Online (completed)
- PS&D Online (completed)
- Web-enabling the Cable system (INCA) (completed)
- Presidential Export.gov trade portal initiative (Commerce is lead agency) which includes BUYUSA and the One-Stop-One-Form export.gov data sharing initiative.
- USDA Online Trade Assistance Strategic Smart Choice Initiative (FAS is lead agency)
- USDA Commodity and Market Intelligence Initiative (WAOB is lead agency)
- USDA eGrants Strategic Smart Choice Initiative (CSREES is lead agency)
- USDA Enabler Smart Choice Initiatives (FAS has offered to be an “early adopter for 4 of these projects)
- Significant progress being made on complying with the GPEA (Government Paperwork Elimination Act).

The Department’s overall score for FAS was “Red” on eGov for the last quarter of calendar year 2000. FAS had a PRA (Paperwork Reduction Act) violation and the status of FAS’ information technology’s security program did not meet departmental expectations. FAS did get a “Green” for the progress it is making on implementing eGov projects and participating with the Department and Government-wide projects as evidenced above.

Financial Management: Most of FAS’ financial management functions are contracted out to a sister agency, the Farm Service Agency. Hence, FAS’ success in meeting the goals of this initiative is largely dependent on the success of FSA.

Budget and Performance Integration: FAS is one of five agencies targeted by the Department to submit its budget and annual performance plan as an integrated budget and performance integration package for its FY 2005 budget request. FAS is currently working to provide an integrated package to the Department to meet FY 2005 budget presentation requirements.